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ABSTRACT

This volume addresses new and enduring challenges of university management and proposes ways that will help university members achieve their academic and institutional goals. Part 1 covers the basics of university organization. Chapter 1 introduces ways to organize for management. Chapter 2 discusses the values of the university. Chapter 3, on governance, and chapter 4, on leadership and the presidency, offer a framework for directing the institution. Chapter 5 is on academic operation and chapter 6 on analysis of the array of administrative functions and representational entities. Both these chapters identify complexities of university operation that place a premium on patience and skill. Part 2 deals with various aspects of the acquisition and management of university resources. Chapters cover budgets and budgeting systems, revenues and enrollments, tuition, fees, and financial aid, and academic resources and facilities. Part 3 brings together issues of university academic focus and quality in three chapters on graduate education, university research and scholarship, and quality standards and assessment, respectively. Part 4 focuses on strategic issues and coordination in chapters on efficiency and productivity, retrenchment, restructuring and "re-engineering." The final chapter considers the capstone question of defining and achieving strategic direction for the university as a whole. (Contains 148 references and an index.)
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